

Introduction to the special issue: Consumer experience management and customer journeys in tourism, hospitality and events

Taheri, Babak; Prayag, Girish; Muskat, Birgit

Veröffentlichungsversion / Published Version
Zeitschriftenartikel / journal article

Empfohlene Zitierung / Suggested Citation:

Taheri, B., Prayag, G., & Muskat, B. (2021). Introduction to the special issue: Consumer experience management and customer journeys in tourism, hospitality and events. *Tourism Management Perspectives*, 40. <https://doi.org/10.1016/j.tmp.2021.100877>

Nutzungsbedingungen:

Dieser Text wird unter einer CC BY Lizenz (Namensnennung) zur Verfügung gestellt. Nähere Auskünfte zu den CC-Lizenzen finden Sie hier:
<https://creativecommons.org/licenses/by/1.0/deed.de>

Terms of use:

This document is made available under a CC BY Licence (Attribution). For more Information see:
<https://creativecommons.org/licenses/by/1.0>

INTRODUCTION TO THE SPECIAL ISSUE:
Consumer Experience Management and Customer Journeys in
Tourism, Hospitality and Events

Taheri, B., Prayag, G., & Muskat, B. (2021). Introduction to the special issue:
Consumer experience management and customer journeys in tourism, hospitality and events,
Tourism Management Perspective, doi.org/10.1016/j.tmp.2021.100877

<https://www.sciencedirect.com/science/article/abs/pii/S2211973621000908>

Abstract

This special edition focuses on “Consumer Experience Management and Customer Journeys in Tourism, Hospitality and Events”. This introduction considers current topics concerning researchers and practitioners about consumer journeys and experience management and introduces the six papers in the special issue. We would like to thank the authors and reviewers for this special issue.

Key Words

Experience Management; Customer Journeys; Consumer Experience; Consumer Engagement

Introduction

Relationship building remains at the core of customer-to-firm (B2C), firm-to-firm (B2B) and increasingly the realm of customer-to-customer (C2C) interactions. It is therefore of no surprise that managers have a vested interest in designing and managing both service encounters and service interactions (Lemon & Verhoef, 2016). Understanding consumer experience during service encounters is vital for organizations to survive and compete more effectively (Lemon & Verhoef, 2016; Voorhees et al., 2017), and especially so in a rapidly changing and dynamic environment that can be created by disruptive local and global events such as disasters and pandemics (e.g., COVID-19). Lemon and Verhoef (2016, p.6) define customer experience “as a customer’s journey with a firm over time during the purchase cycle across multiple touchpoints”. Within this cycle, there can also be interactions with multiple actors in multiple

directions (C2B, B2C and C2C). This also means that experiences can be at times enjoyable for customers and service providers, but at others, can negatively affect the wellbeing of both. In particular, during disasters and pandemics customers can become more sensitive to value for money and, therefore, their expectations of service providers can be higher. Research investigating customer experiences can take both a process- and outcome-based perspectives (Lin & Kuo, 2016) and recent studies argue that the major challenge in developing an exceptional customer experience lies in creating a connection among different touchpoints within the customer journey to achieve positive outcomes (cf. Edelman & Singer, 2015; Lemon & Verhoef, 2016; Rawson, Duncan, & Jones, 2013; Voorhees et al., 2017) such as satisfaction, loyalty and enhanced wellbeing. In tourism studies, in particular, the nature and structure of memorable tourism experiences have galvanized some research attention (Kim, Ritchie & McCormick, 2012), with memorability linked to mainly positive experiences. However, negative experiences can also be memorable, leading to value destruction. Thus, service designers and marketers should offer mesmerizing, interactive, open-ended and compelling journeys to their customer to achieve economic and relational values (Edelman & Singer, 2015; Taheri, Coelho, Sousa, & Evanschitzky, 2017).

It is well accepted that customer experience can be viewed from multiple perspectives including customer, firm, or co-creation (Chandler & Lusch, 2015; Prayag, Gannon, Muskat, & Taheri, 2020). However, the complexity of customer journeys in multichannel decision-making settings such as tourism, hospitality and leisure (Anderl, Becker, Von Wangenheim, & Schumann, 2016; Barwitz & Maas, 2018; Kranzbuhler, Kleijnen, Morgan, & Teerling, 2017; Mahrous & Hassan, 2017) has led to a lack of theorization and empirical evaluation of both customer experiences and customer journeys in the field of tourism studies. A review of the consumer experience literature by Adhikari and Bhattacharya (2016) highlights several conceptual and empirical deficiencies. The multidimensional nature of customer experiences has led tourism and hospitality researchers focusing primarily on cognitive and affective dimensions (Mody Suess & Lehto, 2019; Servidio & Ruffolo, 2016), with few studies examining social dimensions (Rajaobelina, 2018). Researchers sometimes have used customer satisfaction and service quality measurements as proxies for evaluating the customer experience (Adhikari & Bhattacharya, 2016). Interestingly, there are service organizations that are using ‘engaging stories’ from their customer interactions to improve their service design and offerings by managing both service touchpoints and the customer experience via online or offline engaging platforms (Dedeoglu, Taheri, Okumus, & Gannon, 2020; Følstad & Kvale,

2018; Gannon, Taheri, & Olya, 2019; Homburg, Jozic, & Kuehnl, 2017; Taheri, Jafari, & O'Gorman, 2014; Taheri, B., Gannon, Cordina, & Lochrie, 2018; Taheri, Olya, Ali, & Gannon, 2020; Taheri, Chalmers, Wilson, & Arshed, 2021). In times of crisis, customers are increasingly relying on online providers (Hall, Prayag, Fieger & Dyason, 2021) for contactless deliveries and payments, requiring the entire experience to be designed and managed to comply not only with government requirements but also health and safety expectations of customers. Yet, the tourism and hospitality literature remain thin on the factors that contribute to the successful management of customer journeys and customer experience in general but also in times of adversity.

This special issue attracted wide interests, with over 59 abstract submissions. Following a double-blinded review process, the special issue contains 6 papers and offers unique views on customer experience management and customer journeys in the tourism and hospitality field across settings including: the performing arts, mobile technology, travel agency experience, flow experience, role of online photography, and storytelling. These studies provide insights to management of customer journeys and customer experience related studies from several different countries: Spain, United States, Canada, Portugal, Sweden, and United Kingdom. A summary of the papers in the special issue will be introduced next.

THE PAPERS IN THIS SPECIAL ISSUE

The paper by Tubillejas-Andres et al. (2021) examines a process model that links servicescape dimensions of physical and social to elicitation of positive and negative emotions from the consumption of performing arts, which subsequently determine several post-consumption outcomes of satisfaction, perceived value and loyalty. They test the model using PLS-SEM. The central role of positive emotions is emphasized in the process model, with positive emotions partially mediating the relationship between servicescape and post-consumption outcomes. The findings of the study reinforce several aspects of Bitner's (1992) original work on servicescape but also highlight the centrality of emotions in tourism experiences. In line with existing studies (Hosany & Prayag, 2013; Prayag et al., 2013), positive emotions in pleasure oriented tourism experiences seem to have a stronger influence than negative emotions on post-consumption behaviours.

Han et al. (2021) qualitative study explores the role of mobile technology. They propose a mobile technology management framework for hotels. Their findings emphasize the need for a strategic fit between the choice of mobile technology and the type of customer experience enhancement the hotel wants to achieve. They identify several issues related to customer management (e.g., privacy), operations management (staff training, cost, and accountability etc.), process design (e.g., integrated design), provider management (e.g., tech support and vendor selection etc.) and infrastructure management (e.g., tech compatibility and connectivity etc.) as being critical to improving the customer experience through the use of technology. In essence the paper takes an intra-organizational perspective of the use of mobile technology in customer experience management.

In the paper by Brun et al. (2021), the contribution of affective/sensory experiences to the social experience is highlighted in the context of travel agencies. Again a process model is developed linking several dimensions to the outcome of trust and tested using CB-SEM. Beyond the affective, the cognitive dimension of experience is also evaluated on social experience. Given that the social dimension also influences trust, the paper also examines this relationship differently from one channel (travel agency) to the web. Findings indicate that the cognitive dimension has no significant influence on social dimensions (travel agency and web) while the affective/sensory dimension has an influence on both types of social experience. Trust is an outcome of only the social experience derived from travel agency rather than the web. This finding ascertains the existing issue of consumers not trusting the web entirely for travel booking. Differences found in-agency and online interactions confirm that managers need to exercise skill in orchestrating experiences in different channels.

de Matos et al. (2021) revisit the notion of flow in the context of tourism experiences by systematically reviewing the existing literature. Using a well established flow framework, they identify core elements, incorporating its drivers, processes and outcomes as a way to improve the tourist experience. They suggest that personality characteristics and traits, such as flow proneness, autotelic personality and internal locus of control, influence the tourists' flow process and flow outcomes. While the tourists' motivation to engage in tourism experiences, influence the flow state, their cultural background influence the tourists' flow process and flow outcomes. Flow outcomes are influenced not only by the challenges and skills match but also by the level of absorption, immersion and cognitive stimulation experienced by tourists. These align very much with the experiential framework proposed by Schmitt (1999) experiential

marketing framework. The outcomes of flow experienced by tourists are not always positive. Thus, the authors shape a future research agenda that is comprehensive and certainly will be of value to tourism scholarship.

Conti and Lexhagen (2021) explore the role of online photography in creating experience value and identify the types of experience value in nature-based tourism. Their findings suggest that online photography-based UGC can create multidimensional values from strategic combinations of textual and visual content. In particular, the co-existence of different experience values in one online post was evident. The general role that photography plays in creating value and the importance that the tourist's lifeworld plays in creating experience value were highlighted in the findings. The authors go on to identify values stemming from hedonic (such as multisensory engagement and fun), relational, (connected to sharing the experience with others at the destination), as well as emotional and epistemic (particularly in relation to happiness, adventure and skill development). Additionally, spiritual, eudemonic and utopian aspects are important dimensions of experience value, which should be further researched, particularly in the context of national parks and nature-based tourism. Their findings represent the holistic view of tourism experiences being multi-dimensional and layered with symbolic meanings.

Beyond designing the tourist experience, how to communicate this experience is also important. Moin et al. (2021) focus on storytelling in destination brand promotional videos. The authors identify how storytelling in destination ads convey brand values through emotion-laden stories and engage tourists. The brand commercials that are evaluated, in general, conform to the 'Departure' and 'Initiation' phases of the Hero's Journey. The most common archetypes enacted within the destination brand commercials were; hero, hero and heroine, multiple heroes and heroines; mentor or helper; herald; and allies. The analysis revealed that the commercials predominantly demonstrated explicit catharsis as an experiential outcome. As the authors suggest, failure to harness the value of storytelling represents a missed opportunity for DMOs. Thus, designing the experience is only part of the story, the manner in which this story is communicated and draws the tourist in the experience is equally important.

THE JOURNEY OF THIS SPECIAL ISSUE

We wish to acknowledge the unique journey that this Special Issue has taken. The first time we met to discuss this project, is now coined as the ‘pre-COVID-19’ era. Nothing could have prepared us then, for the phase ahead and the disruption the pandemic has brought to everyone’s health, economic and social life. Customer experiences have since then changed substantially with face-to-face experiences requiring social distancing protocols and many countries imposing lockdowns forcing customers to rely on online shopping and services. When the COVID-19 pandemic hit in early 2020, most papers that were submitted for this Special Issue were in the review stage. Clearly, all contributing authors completed their data collections in the pre-COVID-19 era. Now, in completing this Special Issue, some of the findings may require to be interpreted in a different time-bound context.

So, what might have changed in tourist’s customer journeys? The recent literature offers some fresh insights into how on the COVID-19 pandemic has altered consumption behaviours, customers’ experiences, and journeys. For example, Hall et al. (2021) examine panic buying, which in itself is a different type of customer experience. While panic buying is not new, the implications of this negative behaviour can profoundly affect both the consumer and service provider. In particular, Hall et al. (2021) identify how consumption displacement occurs during both pandemics and disasters, requiring service providers to be agile in both designing and managing customer journeys. Consumer’s affective responses to health and economic threats have resulted in higher levels of fear and anxiety (Kemp, Bui, & Porter III, 2021), which have also fuelled panic buying (Hall et al., 2021). Negative emotions have translated into behaviours “to avoid potential contamination, which in a consumer context would imply the avoidance of crowds (e.g., reducing attendance at movies, theatres, and sporting events)” (Campbell, Inman, Kirmani, & Price, 2020, 315). Thus, to design the customer journey, responding to this need, might bring a greater emphasis in advertising *secure* and *safe* places as in destinations and service provider premises. Therefore, destination-branding, stories, images might need to refocus on prioritizing safety and security, which has been a central theme in the marketing and promotion campaigns of destinations recovering from disasters (Orchiston & Higham, 2016). Future research might also engage in understanding how tourism, hospitality, events and leisure can rebuild *trust* and effectively communicate to (re-)create high customer engagement in face-to-face encounters. Yet, tourists’ responses and behaviours to risk might be different to the pre-COVID-19 context. Consumer risk perceptions differ for destinations and segments of risk adverse and risk-seeking tourists exist (Karl, Muskat, & Ritchie, 2020). What this might imply for the tourist flow process and

flow outcome remain to be ascertained. Segmenting tourists on their risk propensities might help to better understand different behaviours regarding perceived health, financial, social, image and economic risks. To clearly understand travel behaviour in the post-COVID-19 context, future research must engage in identifying critical touchpoints—moments that matter in reducing risk and enhancing customer wellbeing. Touchpoints have potentially changed altogether in the customer journey or the importance of different touchpoints might have changed for travellers due to the pandemic. Thus, the importance of understanding these changes is critical to (re)designing customer experiences, but more importantly, how technology can enable touchpoints that are perceived as safe and secure may need to be revisited, including for example, how service robots can be used to enhance the service experience.

Tourism is typically a pleasure-seeking experience (Goossens, 2000). Tourists have been often looking to experience positive emotions, such as joy, positive surprise, love (Prayag, Hosany, Muskat, & Del Chiappa, 2017) through travel and consumption. While some are claiming that COVID-19 has and will fundamentally change how customers travel and consume destination experiences, this transformation must be evaluated from a multi-dimensional perspective. Thus, research that focuses on a piecemeal understanding of only one component such as affect or cognition paints an incomplete picture of how one dimension of the customer experience affects others such as the relational and epistemic. Also, recent research already suggests that long isolation times, quarantine, and lockdowns have increased the desire for tourists to experience excitement, strive towards hedonic and eudemonic wellbeing, and access liberating experiences (Yang, Ruan, Huang, Lan, & Wang, 2021). Possibly, this will also lead to expectations to have more meaningful ways to engage with hosts, the destination environment and oneself. Lastly, one of the most salient changes of the pandemic has brought to everyone's life is the pervasiveness of digital technology. This omnipresence of engaging and relying on digital communication channels, maintaining relationships online, socialising in online communities and social media has created high volumes of user-generated data. Big Data now offers researchers new opportunities to utilise the textual and visual data generated from social media platforms, which can complement existing designs in customer journey research, as presented in this Special Issue.

CONCLUDING REMARKS

The articles in this special issue offer important insights to hospitality and tourism managers and researchers about customer experience management and customer journeys. The 6 articles in this special issue speak on the variety of customer experience management and customer journeys approaches that can be used to better understand customers. There are also several innovative methodological techniques used to deliver insightful outcomes in this special issue, including: Moin, Hosany, and O'Brien's (2020) contribution that explores the experiential design of storytelling in tourism advertising. Their study offers a video content analysis of visual data, captions, and soundtrack to deconstruct the elements of storytelling with data from six international destination promotional videos. Initially, they study the key plot for each video and identify elements such as feature extraction, structure analysis, abstraction, and indexing which are then used to analyze each story against Campbell's (1949) 'Hero's Journey' and Vogler's (2007) 12 stages of the writer's journey. Conti and Lexhagen (2020) also present an innovative methodology and use Instagram photo data, combined with interviews data. In online communities, they conduct a netnographic study for a nature-based tourism experience. Using an interpretive and participatory approach, this study emphasizes the power of online photography to capture value creation.

Thus, in this special issue spaces related to customer experiences and customer journeys are discussed and represented both virtually and in real-life settings. In this regard, we also wish to draw attention to the diverse contextual contributions to the customer experience and customer journey literature of this special issue, including: The diverse contexts in which customer journeys are enacted in tourism, hospitality, events and leisure settings are represented by opera events (Tubillejas-Andrés, Cervera-Taulet, & García, 2020); luxury hotels (Han, Lee, Edvardsson, & Verma, 2021), nature-based destination (Conti and Lexhagen, 2021), as well as travel agencies (Brun, Rajaobelina, Ricard, & Amiot, 2020). Finally, to complement this diversity in methodology and context, da Silva deMatos, de Sá, & de Oliveira Duarte (2021) develop a systematic review on the flow concept. They build a research agenda for tourism by integrating the positive psychology literature on drivers, processes, and outcomes of flow to improve the understanding of tourists' experiences.

There are many people to thank for their efforts on this special issue. Firstly, we would like to apologise to those we could not accommodate and, conversely, to thank our hard-working reviewers, who did a brilliant job and made the special issue possible. And last, but clearly not least, we thank the authors for their hard work to "move the needle" in the customer

experience management and customer journeys direction. We hope that the papers will inspire future work from across the tourism and hospitality field.

References

- Anderl, E., Becker, I., Von Wangenheim, F., & Schumann, J. H. (2016). Mapping the customer journey: Lessons learned from graph-based online attribution modeling. *International Journal of Research in Marketing*, 33, 457-474. <https://doi.org/10.1016/j.ijresmar.2016.03.001>.
- Barwitz, N., & Maas, P. (2018). Understanding the Omnichannel Customer Journey: Determinants of Interaction Choice. *Journal of Interactive Marketing*, 43, 116–133. <https://doi.org/10.1016/j.intmar.2018.02.001>.
- Bitner, M. J. (1992). Servicescapes: The impact of physical surroundings on customers and employees. *Journal of Marketing*, 56(2), 57-71. <https://doi.org/10.1177/002224299205600205>.
- Brun, I., Rajaobelina, L., Ricard, L., & Amiot, T. (2020). Examining the influence of the social dimension of customer experience on trust towards travel agencies: the role of experiential predisposition in a multichannel context. *Tourism Management Perspectives*, 34, 100668. <https://doi.org/10.1016/j.tmp.2020.100668>.
- Campbell, J. (1949). *The Hero with a Thousand Faces*. Princeton, NJ: Princeton University Press.
- Campbell, M. C., Inman, J. J., Kirmani, A., & Price, L. L. (2020). In times of trouble: A framework for understanding consumers' responses to threats. *Journal of Consumer Research* 47, 311-326. <https://doi.org/10.1093/jcr/ucaa036>.
- Chandler, J. D., & Lusch, R. F. (2015). Service systems: a broadened framework and research agenda on value propositions, engagement, and service experience. *Journal of Service Research*, 18(1), 6-22. <https://doi.org/10.1177/1094670514537709>.
- Conti, E., & Lexhagen, M. (2020). Instagramming nature-based tourism experiences: A netnographic study of online photography and value creation. *Tourism Management Perspectives*, 34, 100650. <https://doi.org/10.1016/j.tmp.2020.100650>.
- da Silva deMatos, N. M., de Sá, E. S., & de Oliveira Duarte, P. A. (2021). A review and extension of the flow experience concept. Insights and directions for tourism research. *Tourism Management Perspectives*, 38, 100802. <https://doi.org/10.1016/j.tmp.2021.100802>.
- Dedeoğlu, B. B., Taheri, B., Okumus, F., & Gannon, M. (2020). Understanding the importance that consumers attach to social media sharing (ISMS): Scale development and validation. *Tourism Management*, 76, 103954. <https://doi.org/10.1016/j.tourman.2019.103954>.
- Edelman, D. C., & Singer, M. (2015). Competing on Customer Journeys. *Harvard Business Review*, 88-100.

- Følstad, A., & Kvale, K. (2018). Customer journeys: a systematic literature review. *Journal of Service Theory and Practice*, 28(2), 196-227. <https://www.emerald.com/insight/content/doi/10.1108/JSTP-11-2014-0261/full/html>.
- Gannon, M., Taheri, B., & Olya, H. (2019). Festival quality, self-connection, and bragging. *Annals of Tourism Research*, 76, 239-252. <https://doi.org/10.1016/j.annals.2019.04.014>.
- Goossens, C. (2000). Tourism information and pleasure motivation. *Annals of Tourism Research*, 27(2), 301-321. [https://doi.org/10.1016/S0160-7383\(99\)00067-5](https://doi.org/10.1016/S0160-7383(99)00067-5).
- Han, S. H., Lee, J., Edvardsson, B., & Verma, R. (2021). Mobile technology adoption among hotels: Managerial issues and opportunities, *Tourism Management Perspectives*, 38. 100811, doi.org/10.1016/j.tmp.2021.100811.
- Hall, M. C., Prayag, G., Fieger, P., & Dyason, D. (2021). Beyond panic buying: consumption displacement and COVID-19. *Journal of Service Management*, 32(1), 113-128.
- Homburg, C., Jozic, D., & Kuehnl, C. (2017). Customer experience management: toward implementing an evolving marketing concept. *Journal of Academy of Marketing Science*, 45, 377-401. <https://doi.org/10.1007/s11747-015-0460-7>
- Hosany, S., & Prayag, G. (2013). Patterns of tourists' emotional responses, satisfaction, and intention to recommend. *Journal of Business Research*, 66(6), 730-737. <https://doi.org/10.1016/j.jbusres.2011.09.011>.
- Karl, M., Muskat, B., & Ritchie, B. W. (2020). Which travel risks are more salient for destination choice? An examination of the tourist's decision-making process. *Journal of Destination Marketing & Management*, 18, 100487. <https://doi.org/10.1016/j.jdmm.2020.100487>
- Kemp, E., Bui, M.(M). and Porter, III, M. (2021), Preparing for a crisis: examining the influence of fear and anxiety on consumption and compliance, *Journal of Consumer Marketing*, 38, 3, 282-292 <https://doi.org/10.1108/JCM-05-2020-3841>.
- Kranzbühler, A-M., Kleijnen, M.H.P., Morgan, R.E., & Teerling, M. (2017). The Multilevel Nature of Customer Experience Research: An Integrative Review and Research Agenda. *International Journal of Management Reviews*, 20(20), 433-456. <https://doi.org/10.1111/ijmr.12140>.
- Kim, J. H., Ritchie, J. B., & McCormick, B. (2012). Development of a scale to measure memorable tourism experiences. *Journal of Travel Research*, 51(1), 12-25. <https://doi.org/10.1177/0047287510385467>.
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing*, 80, 69-96. <https://doi.org/10.1509/jm.15.0420>.
- Lin, C. H., & Kuo, B. Z. L. (2016). The behavioral consequences of tourist experience. *Tourism Management Perspectives*, 18, 84-91. <https://doi.org/10.1016/j.tmp.2015.12.017>.
- Mahrous, A. A., & Hassan, S. S. (2017). Achieving superior customer experience: An investigation of multichannel choices in the travel and tourism industry of an emerging market. *Journal of Travel Research*, 56(8), 1049-1064. <https://doi.org/10.1177/0047287516677166>.

- Mody, M., Suess, C., & Lehto, X. (2019). Going back to its roots: Can hospitableness provide hotels competitive advantage over the sharing economy?. *International Journal of Hospitality Management*, 76 (A), 286-298. <https://doi.org/10.1016/j.ijhm.2018.05.017>.
- Moin, S. M. A., Hosany, S., & O'Brien, J. (2020). Storytelling in destination brands' promotional videos. *Tourism Management Perspectives*, 34, 100639, <https://doi.org/10.1016/j.tmp.2020.100639>.
- Orchiston, C., & Higham, J. E. S. (2016). Knowledge management and tourism recovery marketing: The Christchurch earthquakes 2010–2011. *Current Issues in Tourism*, 19(1), 64-84.
- Prayag, G., Hosany, S., & Odeh, K. (2013). The role of tourists' emotional experiences and satisfaction in understanding behavioral intentions. *Journal of Destination Marketing & Management*, 2(2), 118-127. <https://doi.org/10.1016/j.jdmm.2013.05.001>.
- Prayag, G., Gannon, M. J., Muskat, B., & Taheri, B. (2020). A serious leisure perspective of culinary tourism co-creation: the influence of prior knowledge, physical environment and service quality. *International Journal of Contemporary Hospitality Management*. 32(7), 2453-2472. <https://doi.org/10.1108/IJCHM-10-2019-0897>.
- Rajaobelina, L. (2018). The Impact of Customer Experience on Relationship Quality with Travel Agencies in a Multichannel Environment. *Journal of Travel Research*, 57(2), 206-217. <https://doi.org/10.1177/0047287516688565>.
- Rawson, A., Duncan, E., & Jones, C. (2013). The truth about customer experience. *Harvard Business Review*, 91(9), 90-98.
- Schmitt, B. (1999). Experiential marketing. *Journal of Marketing Management*, 15(1-3), 53-67. <https://doi.org/10.1362/026725799784870496>.
- Servidio, R., & Ruffolo, I. (2016). Exploring the relationship between emotions and memorable tourism experiences through narratives. *Tourism Management Perspectives*, 20, 151-160. <https://doi.org/10.1016/j.tmp.2016.07.010>.
- Taheri, B., Jafari, A., & O'Gorman, K. (2014). Keeping your audience: Presenting a visitor engagement scale. *Tourism Management*, 42, 321-329. <https://doi.org/10.1016/j.tourman.2013.12.011>.
- Taheri, B., Coelho, F. J., Sousa, C. M. P., & Evanschitzky, H. (2017). Mood regulation, customer participation, and customer value creation in hospitality services. *International Journal of Contemporary Hospitality Management* 29(12), 3063-3081. <https://doi.org/10.1108/IJCHM-07-2016-0389>.
- Taheri, B., Gannon, M. J., Cordina, R., & Lochrie, S. (2018). Measuring host sincerity: Scale development and validation. *International Journal of Contemporary Hospitality Management*, 30(8), 2752-2772. <https://doi.org/10.1108/IJCHM-08-2017-0535>
- Taheri, B., Olya, H., Ali, F., & Gannon, M. J. (2020). Understanding the influence of airport servicescape on traveler dissatisfaction and misbehavior. *Journal of Travel Research*, 59(6), 1008-1028. <https://doi.org/10.1177/0047287519877257>

- Taheri, B., Chalmers, D., Wilson, J., & Arshed, N. (2021). Would you really recommend it? Antecedents of word-of-mouth in medical tourism. *Tourism Management*, 83, 104209. <https://doi.org/10.1016/j.tourman.2020.104209>.
- Tubillejas-Andrés, B., Cervera-Taulet, A., & García, H. C. (2020). How emotional response mediates servicescape impact on post consumption outcomes: An application to opera events. *Tourism Management Perspectives*, 34, 100660, <https://doi.org/10.1016/j.tmp.2020.100660>.
- Vogler, C. (2007). *The Writer's Journey: Mythic Structure for Writers*. Studio City: Michael Weise Productions.
- Voorhees, C. M., Fombelle, P. W., Gregoire, Y., Bone, S., Gustafsson, A., Sousa, R., & Walkowiak, T. (2017). Service encounters, experiences and the customer journey: Defining the field and a call to expand our lens. *Journal of Business Research*, 79, 269-280. <https://doi-org/10.1007/s11747-019-00636-y>.
- Yang, Y., Ruan, Q., Huang, S. S., Lan, T., & Wang, Y. (2021). Impact of the COVID-19 outbreak on tourists' real-time on-site emotional experience in reopened tourism destinations. *Journal of Hospitality and Tourism Management*, 48, 390-394. <https://doi.org/10.1016/j.jhtm.2021.07.014>